

To: UC Programme Board Members **From:** Paula Hassall / David Watts
Sponsor: Ian Wright
Date: 12 June 2024

Targeted Case Review (TCR): Update on progress and risks

Issue: To provide Programme Board with progress update on Targeted Case Review Project.

This paper is for information only. A verbal update on the performance of TCR will be provided at the meeting on Tuesday 18th June.

Timing: UC Programme Board to raise any concerns or highlight risks within 14 days of the meeting.

Summary

1. Targeted Case Review (TCR) is an initiative developed to significantly reduce fraud and error within Universal Credit (UC). Through the total investment in TCR of £450m, the plan is to reduce the Monetary Value of Fraud and Error in UC and deliver £850m of savings over three years by 2024-25, and c£6.6bn if increased funding continues until 2027-28.
2. This paper provides an update on the progress and associated risks from 1st May 2024 – 31st May 2024. The May performance data will be provided verbally at the meeting.
3. On 28th May we held an event in Swindon, with our key stakeholders, to celebrate the achievements in TCR over the last 12 months. This included the opening of the Swindon site, getting to 3,000 FTE agents by the end of March 2024, design enhancements and performance improvements and reporting.

Delivering against our target

1. Due to the timing of publication, an update on performance against delivering our target will be given verbally on Tuesday 18th June as May performance data was not yet available.
2. Work remains ongoing to set a target for TCR in 24/25. This will be agreed in due course and published in the upcoming Annual Report and Accounts following the 2024 General Election. However, the following challenges remain pertinent to delivery:

- a. There remain unknowns in relation to the work required to enable the Resource Augmentation provider to be operational from September. Predominantly what additional support may be required, impacting on planned service enablers.
- b. We need enough cases for agents to review. IRIS have confirmed they can continue to deliver the volume of cases at scale to meet/exceed the required demand. [REDACTED]

Recruitment and Locations

3. The savings profile assumes the right number of agents are recruited, onboarded, and start to work on TCR at specific points in time. As of the end of May 2024, a total of 3,343 Full Time Equivalent (FTE) reviewing agents (EO) are in post. The agreed EO agent recruitment profile for the end of Q1, within the demand position, is c 3,900.
4. We continue to onboard in line with our agreed overall demand position of 4,505 FTE for reviewing agents and management overheads, by end of Q1. Final campaigns for EO vacancies at Leicester, Plymouth and Swindon have all gone to offer.
5. Any deficit in recruitment numbers will lead to pressure on the AME target. However, this is also interdependent with productivity and rules performance.

Resource Augmentation (RA)

6. The Resource Augmentation (RA) Full Business Case (FBC) has now had all approvals needed including HMT and Cabinet office, as well as Minister for Lords and Secretary of State all received by 24th May.
7. Following the announcement of a general election, Cabinet Office guidance confirmed further approval from the Permanent Secretary was required as the contract would be awarded during a pre-election period. This approval was received on Friday 31st May, confirming the contract could still be awarded with contract signature planned for 21st June, and the first agents are expected to be operational in September 2024.
8. While the project remains high risk overall, some of the key delivery risks have reduced. The key risks are:
 - a. The risk relating to Governance approvals has now been removed as all approvals have been received, which reduces the overall level of delivery risk. However, there is still a risk relating to the timing of contract signature as we are currently in the Alcatel (10-day standstill period), and we may receive a challenge from one of the unsuccessful bidders. Additionally, we are assuming at the end of the Alcatel period on 13 June, we will be able to sign the contract by 21 June.
 - b. The risk relating to the delivery of the service design and digital services have reduced significantly, this is because most of the digital services have been delivered or are on

track. To mitigate the risks relating to the service design we are running a live test using the Grimsby and Plymouth TCR teams. The findings from this will inform our confidence that the service design will deliver the outcomes required.

- c. We still have a risk regarding the availability of the required DWP resources to support implementation and run the service. This risk has reduced as the funding for the resources has been included in the approved FBC. To mitigate this risk the live test in Grimsby and Plymouth is being used to capture data on the impact resource augmentation will have on DWP resources and in particular any inefficiencies introduced because of double-handling work between DWP and the provider.

Phase 16 Priorities Update

9. Focus will be on iterating the existing claim review service to enable more complex reviews of multiple elements to be carried out in the service.
10. There will also be iterations supporting how we receive and present evidence back to agents, to optimise evidence management to improve the user experience.
11. We will continue to iterate the service for internal and supplier agents based on any escalated support tickets and Review Agent feedback.

Decision / Recommendation

12. UC Programme Board is asked to note the good progress in agent recruitment, the improving productivity picture and the current position on resource augmentation. We would welcome comments and observations given the ongoing risks to successful delivery.

[End of document]

Redaction Summary

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Redaction 2.1

Comment: Information redacted at para 2b as reveals methodologies to prevent fraud

Exemptions/exceptions:

- S.31 - Law enforcement

Redaction 2.2

Comment: Information redacted at para 2b as reveals methodologies to prevent fraud

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- S.31 - Law enforcement